SECRET

POLICY DECISIONS RELATING
TO THE HUMAN RESOURCES SYSTEMS

INDEX TO BOOK III

SECRET

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2 2 MAY 1970

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MEMORANDUM FOR: ████████████

SUBJECT   : Policy Decisions Relating to the Human Resources
               Systems -- Book III

1. Here are the answers to some of the questions posed in Book
Three. You appreciate, of course, that we are responding to these
questions in regard to the capability of the system irrespective of
priorities. As you know, we consider the Staffing Complement and
PERSIGN to be far more important from a priority standpoint. In
addition, we are still waiting for final word from DDP on their
answers to Questions L and M.

2. Our answers are as follows:

K. Payroll deductions should be made only on all monthly
premiums. Semi-annual and annual premium deductions
do not seem worthwhile. However, if in your opinion
it can be done without a great deal of expenditure of
effort or time you may wish to pursue these items
further with the Benefits and Services Division (their
specific comments on this question are attached).

L. This question has been coordinated with Cover Division
with a favorable response. We are now awaiting an
overall DDP response primarily from, I assume, CI
Staff. I will let you know what the final result is.

M. It appears desirable to provide this capability. The
specific procedures will require more planning and more
discussions.

N. Yes, the system should encompass this capability. We
will explore procedures to accomplish this.

O. No.

Re: Assignment Control for Language Development Program

P. Agree with your recommendations. No central monitoring
by computer.

Q. No.

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25X1A

DD/Pers/P&C

Att

The attached memo

"Assignment Control For Language Development Program"

was submitted to the Director of Personnel

on 18 March 1970

in Tab P of Book III

(Policy Decisions relating to the Human Resources Systems)

ASSIGNMENT CONTROL FOR

LANGUAGE DEVELOPMENT PROGRAM

QUESTION

Should the Staffing and Manpower Control Systems provide checks on the assignment of personnel to positions which have language requirements levied against them? If so, what checks and controls?

BACKGROUND

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1. ▇▇▇▇▇, Language Development Program, 10 March 1969, attached, established the Language Development Program for the development of foreign language skills necessary to discharge the function of the Agency.

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2. ▇▇▇▇▇ does not directly define the responsibility for monitoring the assignment of employees to language positions but implies the responsibility lies with each Deputy Director in that he must approve and report on waivers granted during the year.

3. Preliminary discussions with the Director of Personnel and members of the Language Development Committee indicated central controls were not contemplated but in subsequent discussions leading to the implementation of a computer reporting system, the possibility of establishing such controls has been mentioned several times.

4. The computerized support for the Language Development Program will consist of the Language Proficiency Record, the Language Control Register and associated language requirements incorporated into the Position Control Register to produce statistics and listings. On 17 June 1969 the Language Development Committee approved the system as designed by Manpower and Personnel Branch/OCS

25X1A

in accordance with their interpretation of the reporting required by ▇▇▇▇▇

5. DCI and DDS&T Directorates do not plan to identify language positions.

DISCUSSION

1. The organization of the Staffing, Manpower Control, and Skills records will depend to a great extent upon the types of controls, if any, that are to be incorporated. If a centralized control is to be established, the following problems have been identified which must be resolved: (Other problems may develop with the implementation and refinement of the system.)

a. How is an automated system to detect an invalid test score (more than three years old) when it is valid and no test was required (1) if an employee was stationed in a country where the language was the primary language, or (2) if he used it regularly on his job, or (3) if he had demonstrated a native level of proficiency. There is no information in the record to check the first two conditions. Certifications could be required for input at the time an individual returned from overseas in lieu of a test but these are more complicated than appear on the surface when several languages and/or dialects were used in his area or the position called for a "Romance" or "World" language. Are they valid indefinitely? Native level of proficiency would have to be defined in terms of the different aspects of proficiency, i.e. native in all, or in speaking, or in reading, or in both, etc.

b. An employee does not have to have valid test scores if he is to retire within five years. The best the computer can do here is to project the first date he would be eligible for retirement. Is this satisfactory?

c. If an employee has valid scores but does not possess the level of competence specified for any aspect of the language requirement, if he meets the requirement in one phase but not the other two, if in two but not all three, is a waiver required? This decision will be particularly important in cases of general language requirements for the last personnel assigned into a unit where those already there were assigned against lower requirements.

2. Assuming language requirements for a unit are satisfied at the time of an assignment of an individual, the employee being overlapped may have been one of those with the specified languages and his subsequent departure will drop the unit below the minimum requirement. Overlaps, therefore, must be identified in order to check which, if any, replacement languages are necessary or whether a waiver is required. (Overlaps are discussed in Book I.)

3. If controls are to be established, waivers will have to be incorporated into the data on the new Form 1152 for input to permit processing of assignments that do not fit the requirements.

4. Offices having responsibility for assigning personnel will have Language Rosters, the Language Control Registers and the Position Control Registers against which to check when assignments are contemplated and waivers should be secured from the respective Deputy Director long before an action assigning an individual to an overseas position (the bulk of the requirements) reaches the Office of Personnel. At best such controls would be only a policing mechanism.

RECOMMENDATION

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In view of the fact that a supporting handbook to ███████ would have to be coordinated and published defining specific rather than general conditions requiring waivers before any computer controls could be implemented and such specific conditions are apt to be extremely complicated in view of all of the possible variables, developing a complex centralized computer monitoring system is not warranted for just a policing action.